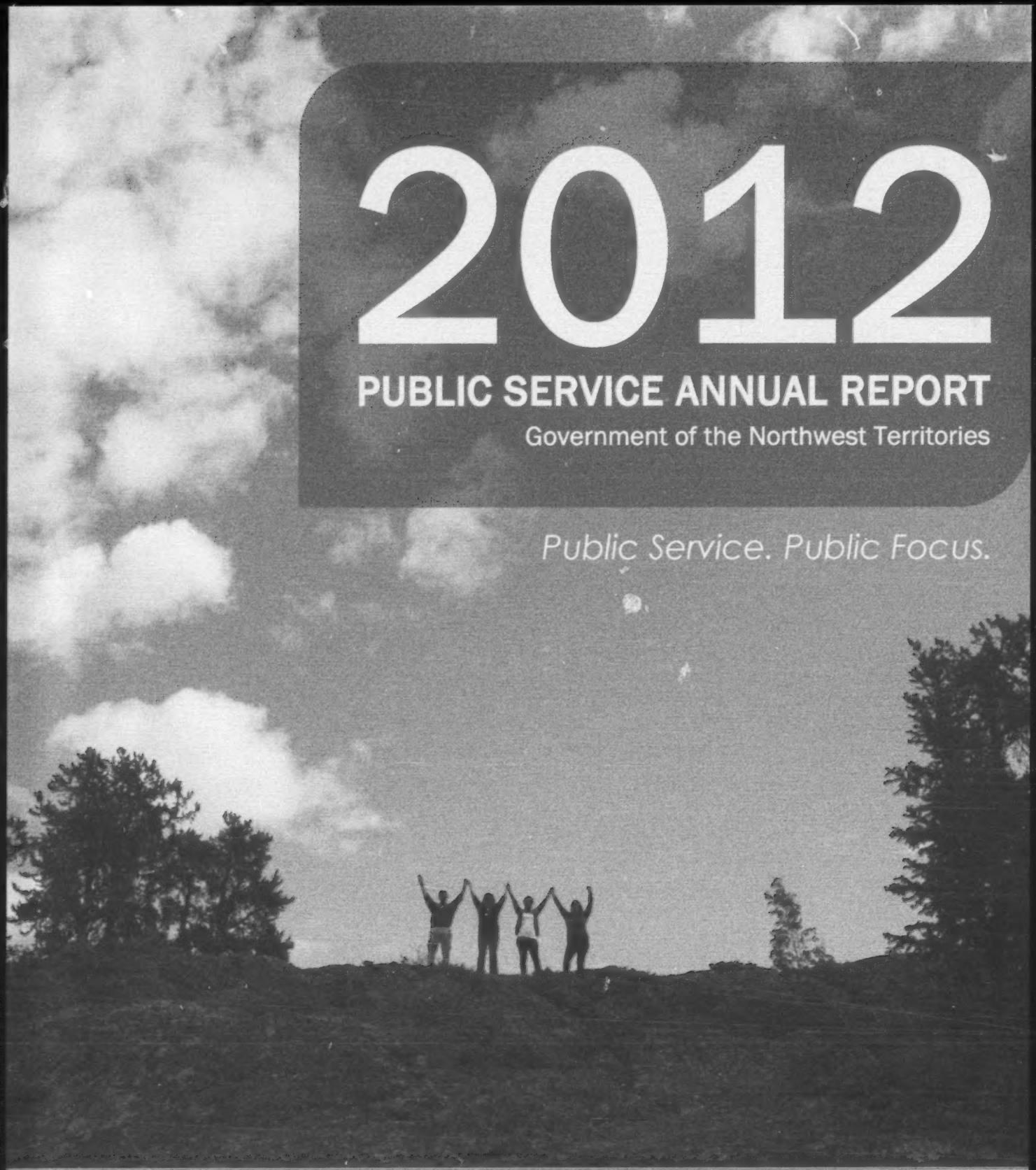


2012

PUBLIC SERVICE ANNUAL REPORT

Government of the Northwest Territories

Public Service. Public Focus.

Northwest Territories Human Resources

Canada's Top 100 Employers 2013

2013 Canada's Best Diversity Employers

THE HONOURABLE JACKIE JACOBSON
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2012 calendar year on the management and direction of the public service in the Northwest Territories in accordance with the *Public Service Act*.

The Honourable Glen Abernethy
Minister of Human Resources

National Library of Canada Cataloguing in Publication Data

Government of the Northwest Territories—Department of Human Resources

Public Service Annual Report - 2012

Annual.

ISSN# 1202-6646

If you have any comments about this report, please contact:

Deputy Minister

Department of Human Resources

Government of the Northwest Territories

P.O. Box 1320

Yellowknife NT

X1A 2L9

(867) 873-7187

The primary source for statistics in this report is the Human Resource Information System (HRIS) to December 31, 2012, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data was collected may not appear in the data presented. "Employee" means someone on payroll (not terminated), occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data is based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

http://www.hr.gov.nt.ca/documents/publications-manuals

For more information on the GNWT and the Department of Human Resources, please visit:

www.gov.nt.ca

www.hr.gov.nt.ca

Table of Contents

MESSAGE FROM THE MINISTER 6

PURPOSE OF THE PUBLIC SERVICE 7

Government of the Northwest Territories 7

Department of Human Resources 7

HIGHLIGHTS OF THE YEAR 9

THE PREMIER'S AWARD 11

CURRENT ENVIRONMENT 13

STRATEGIC CONTEXT 15

Goal 1 – Fixing/Maintaining the Foundation 15

Goal 2 – Engage: Magnetic Attraction 17

Goal 3 – Dazzle: Diverse Opportunities 20

Goal 4 – Inspire: Expanding Horizons 23

Goal 5 – Renew: Charting a Path for Tomorrow 24

DEVELOPMENT OF THE PUBLIC SERVICE 25

Occupational Categories 25

National Occupational Categories Skill Level 26

COMPOSITION OF THE PUBLIC SERVICE 27

Employment Type 28

Work Absence Rate 28

Accession and Turnover Rates 29

Retention Rate 29

HUMAN RESOURCE COSTS 30

IDENTIFYING CRITICAL POSITIONS FOR WORKFORCE AND SUCCESSION PLANNING BY OCCUPATIONAL CATEGORY 32

PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE 33

RECRUITMENT AND RETENTION 34

Performance Management 34

Staffing Appeals 35

Applications for Public Service Jobs 35

AFFIRMATIVE ACTION 36

AFFIRMATIVE ACTION STATISTICS 37

Definitions and Notes 46

MESSAGE FROM THE MINISTER

As Minister Responsible for Human Resources, I am pleased to present the 2012 Public Service Annual Report. This report provides information on the management and direction of the public service in the Northwest Territories (NWT) and has been prepared in accordance with the *Public Service Act*.

The 17th Assembly Caucus Priorities, *Believing in People and Building on the Strengths of Northerners*, outlines a vision of strong individuals, families and communities sharing in the benefits and responsibilities of a unified, sustainable and prosperous NWT. A stable, committed and representative public service is the foundation of an effective and efficient government capable of achieving this vision and providing the people of the NWT with the services they require.

Through continued implementation of *20/20: A Brilliant North, NWT Public Service Strategic Plan* and its accompanying Action Plans, we are meeting this challenge. Now entering its fourth year, the ten-year Strategic Plan provides a framework for the development of the public service in the NWT. In November 2012, I tabled a new four-year Action Plan for the period 2012-2016, which saw a reaffirmation of our strategic actions to account for the successes of previous years, prepare for devolution, and realign our activities with the priorities of the 17th Legislative Assembly.

This annual report highlights a number of important milestones regarding the management of the public service in 2012. A Service Partnership Agreement pilot between the Department of Human Resources and the Health and Social Services system, will result in clarity and transparency around the roles, responsibilities and standards of human resource management services in the Government of the Northwest Territories (GNWT). Workforce stability was further advanced with the ratification of four year collective agreements with both employee bargaining organizations as well a contract agreement with physicians. We placed increased emphasis on the importance of workforce diversity with the delivery of the Inclusive Public Service Survey, diversity awareness training, and the continuation of initiatives aimed at increasing the representation of Aboriginal employees such as the successful Associate Director/Superintendent Program. An upgrade to the PeopleSoft Human Resource Information System carried out at the end of the year allows us to further leverage our investment in technology by adding new functionality in the coming years.

Finally, 2012 saw the GNWT recognized as one of Canada's Top 100 Employers for 2013. This prestigious award places us among a select group of Canadian employers who have succeeded in providing exceptional workplaces for their employees. It demonstrates our efforts to enhance our people, programs and processes were successful in creating an environment where committed employees can thrive and contribute to the economic and social prosperity of their communities and the entire NWT.

I would like to thank the members of the NWT public service for their dedication and devotion to providing important services to northerners and in creating one of the best places to work in Canada. I look forward to continuing our successes over the coming year.

Glen Abernethy
Minister of Human Resources

Government of the Northwest Territories

The *Public Service Act* establishes the NWT public service. The *Act* also outlines the basic terms and conditions of employment, identifies the rights and responsibilities of employees and employer, and creates the labour relations framework of the GNWT.

The public service is responsible for the delivery of programs and services to the people of the NWT, including health care, corrections, economic development, housing, education, income support, renewable resource management, environmental protection, fire management, land and property, airports and highways. The mission and vision of the public service are as follows:

Mission

To provide excellent service to the people of the NWT.

Vision

Excellence, innovation and commitment are the touchstones of our service to the public.

Government Direction

The 17th Legislative Assembly's Caucus Priorities, Believing in People and Building on the Strengths of Northerners, outlines a vision of strong individuals, families and communities sharing in the benefits and responsibilities of a unified, sustainable and prosperous NWT.

In April 2012, the Premier provided Cabinet Ministers with Ministerial portfolio mandate letters outlining their key strategic objectives and priorities for the 17th Assembly. Cabinet members are accountable to the rest of Cabinet and to the Legislative Assembly for the activities of their assigned departments and agencies. The mandate letters are available on the GNWT website.

Department of Human Resources

The Department of Human Resources is the corporate human resource agency for the GNWT. The Department's mandate is to provide both transactional and strategic human resource management services to departments and agencies. Fulfilling this mandate involves the recruitment and retention of a competent, representative public service, the development of programs and policies that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness, and positive labour/management relations. The mission and vision of the Department of Human Resources are as follows:

Mission

Supporting excellence in the GNWT public service through the delivery of innovative, quality human resources.

Vision

Connecting with our clients to provide leadership and excellence in human resource management.

Human Resources Delivery

The Department connects and leverages human resource services across the GNWT, providing corporate oversight while remaining flexible enough to respond to the unique human resource needs of different departments, boards and agencies.

The Department of Human Resources recognizes that client departments and agencies have a lead role to play in:

- managing their own staff, including performance management and the oversight of time, labour and scheduling;
- strategic management of their human resources using value added tools and support from the Department of Human Resources in actions such as recruitment and staffing, succession planning and talent management; and
- managing their fiscal resources, authorities and accountabilities.

Client departments and agencies recognize that the Department of Human Resources has a lead role to play in:

- delivering core transactional services directly on behalf of the employer;
- developing the tools and resources that support clients in managing their staff;
- adding strategic value to human resource management and supporting a corporate perspective across departments and agencies; and
- providing regular human resource reporting and monitoring service levels.

To this end, the management of the GNWT's human resources is a shared service partnership to enable the achievement of Government priorities.

Progress is being made in attracting, advancing and retaining Aboriginal employees – statistics show movement in the right direction, but more work needs to be done.

HIGHLIGHTS OF THE YEAR

Canada's Top 100 Employers

In October 2012 the GNWT was selected as one of Canada's Top 100 Employers for 2013. This annual award recognizes employers from across the country that provide exceptional workplaces for their employees and lead their industries in recruitment and retention.

Top employers are selected based on several criteria, including physical workplace, work atmosphere, financial benefits, health and family benefits, vacation and time off entitlements, employee engagement, training and development, and community involvement. The GNWT scored well in all categories, achieving the highest score in the financial benefits category with competitive salaries, employer pension contributions and retirement planning assistance identified as substantial factors in the decision. Other areas highlighted include the GNWT's support for parents through generous maternity and parental leave top-up payments, the ability of employees to balance their professional and personal lives through flexible work arrangements and compressed work week options, training and career development opportunities and the diverse range of career possibilities.

In 2012:

- *The GNWT was recognized as one of Canada's Top 100 Employers for 2013.*
- *Four year collective agreements were ratified with the UNW and the NWTTA.*

Minister Glen Abernethy and staff attended the Top 100 Employer Reception in Vancouver. Recognition as one of the country's top employers is expected to significantly increase the nationwide exposure of job opportunities available in the NWT public service.

Collective Agreements

In 2012, the GNWT ratified collective agreements with its two employee bargaining organizations, the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association (NWTTA). In addition, a new contract was ratified with the Northwest Territories Medical Association representing physicians in the NWT. These four-year agreements provide the NWT public service with predictable, stable terms of employment in a period of fiscal restraint and economic uncertainty across the country. The negotiated increases to employee benefits compare very favourably to other public governments while remaining fiscally sustainable.

French Language Services

The Francophone Affairs Secretariat was established and the GNWT Strategic Plan for French Language Communications and Services was tabled in the Legislative Assembly in 2012. The Plan, mandated by the courts, guides departments and agencies in the provision of French language services across all territorial government offices. Implementation of the Plan is ongoing and will result in French language service in both spoken and printed forms that are easily accessible to the general public. This service-based strategy, developed in

consultation with the Fédération Franco-Ténoise, is a further step in the GNWT's efforts to improve services to all language communities.

The Department of Human Resources filled its Advisor, French Language Services position in August 2012 and is assisting GNWT departments with their bilingual recruitment and retention needs.

Institute of Public Administration of Canada - NWT Regional Group

The Institute of Public Administration of Canada NWT Regional Group was launched in May 2012. A team of senior public servants including the Clerk of the Legislative Assembly, the Chief Electoral Officer, the Secretary to Cabinet and the Deputy Ministers of Human Resources and Health and Social Services worked to establish the NWT IPAC group.

This group promotes best practices and innovations in the public sector and helps to educate citizens about public administration matters and issues. Members of the public service had an opportunity to hear the President of the Institute of Public Administration of Canada address the career challenges and opportunities in the public sector during a presentation in the Great Hall of the Legislative Assembly.

Membership is open to public servants in territorial, federal, Aboriginal and community governments.

Social Media

The Department of Human Resources launched a Facebook page in April 2012 to use social media as a way to engage with GNWT staff, potential future employees and the public on programs and initiatives of the department. HR's Facebook page features announcements, press releases, job listings, employee and career profiles, photos and videos as well as a links to featured websites. When you click "Like" on HR's Facebook page, you receive regular updates and information from the department.

Safe Disclosure Memorandum of Agreement

The GNWT and the UNW signed a Safe Disclosure of Information Memorandum of Agreement (MOA) on December 14, 2012. The MOA identifies an effective safe disclosure process for members of the UNW to report allegations of wrongdoing.

In 2012, the GNWT and the UNW reached agreement on a safe disclosure process for member of the UNW to report allegations of wrongdoing.

Service Partnership Agreement

In October 2012, the Department of Human Resources and partners in the Health and Social Services System implemented a formal service partnership agreement pilot. Clients have certainty around the type and level of service they can expect from the Department of Human Resources, as well as certainty around their responsibilities for managing human resources operations in the health and social services system.

THE PREMIER'S AWARD

The GNWT is committed to honouring and encouraging individuals and teams who contribute through their efforts and actions to the success of the public service. Each year employees are recognized through the following awards:

- The *Premier's Award for Excellence* recognizes the outstanding achievements of individual GNWT employees or teams of GNWT employees who continue to strive for excellence, best practice management and improvements in the workplace.

- The *Premier's Award for Collaboration* recognizes the outstanding achievement of GNWT employees in teams who work in partnership with other government and non-government employees to improve services to Northwest Territories' residents.

- The *Dave Ramsden Career Excellence Award* recognizes a long term public servant who has demonstrated through a combination of qualities and exceptional skills, either at a department or public service level, commitment to the public service.

The Premier of the Northwest Territories recognized award recipients at a ceremony held in the Great Hall of the Legislative Assembly on June 13, 2012.

Premier's Award for Excellence – Individual

Mr. Douglas Krause
Ms. Margaret Dawn Anderson
Mr. Jim Stevens

Dave Ramsden Career Excellence Award

Ms. Bronwyn Watters

Premier's Award for Excellence – Teams

Tobacco-Free Steering Committee, Stanton Territorial Health Authority

Mr. David Keselman
Ms. Miriam Wideman
Ms. Bronwen Livingston
Ms. Karen Pardy
Ms. Sheila Laity
Dr. Bing Guthrie
Ms. Catherine Ardiles
Ms. Donna Stanley-Young
Mr. Steve Schaub
Mr. Mahendra Manickum
Ms. Alison Whitehead
Ms. Claudia Richea
Ms. Heather Chang
Ms. Erin Currie

Mandate Review Project Team, Department of Aboriginal Affairs & Intergovernmental Relations

Mr. Owen Everts-Lind
Mr. Peter Csicsai
Mr. Roshan Begg
Mr. Richard Robertson

Deninu School Team, South Slave Division Education Council

Mr. Daniel Summers
Ms. Kate Powell
Ms. Lucinda Summers
Ms. Angelina Fabien
Ms. Michelle Jakubec
Mr. Fraser McTurk
Mr. Leandre Beaulieu
Ms. Freda Elief
Ms. Cori Galbraith
Ms. Amy Mitton
Ms. Jayne Miersch
Mr. Ted Moes
Mr. Aaron Jezovit
Ms. Holly Norris
Ms. Brandie Miersch

Premier's Collaboration Awards

Northwest Territories 2011 Royal Visit Team, Department of Executive and Partners

Ms. Carmen Moore
Ms. Leslie Straker
Ms. Susanne Tkachuk
Ms. Julie Warnock
Ms. Jhillian Adams
Ms. Megan Holsapple
Mr. Gary Schauerte
Mr. Grant White
Mr. Brian Kelln
Captain Edward Peart
Master Warrant Officer Floyd Powder
Corporal Jim Strowbridge
Sergeant Wes Heron
Staff Sergeant Major Al McCambridge
Ms. Jackie Hall

Territorial Housing System Development Team, NWT Housing Corporation and Housing Authority Partners

Ms. Michelle Reddick
Ms. Ioan Astle
Mr. Stephen O'Brien
Ms. Terry Fisher
Ms. Hilda Gerlock
Ms. Phebie Kenny
Ms. Kim Olsen
Mr. Jim White
Ms. Vicki Boudreau

The Slave River and Delta Partnership, Department of Environment and Natural Resources and Partners

Mr. Patrick Simon
Ms. Cecile Heron
Mr. Victor Marie
Mr. Tim Heron
Mr. Stuart MacMillan
Ms. Kerry Pippy
Ms. Deanna Leonard
Ms. Juanetta Sanderson
Mr. Jack Bird
Dr. Erin Kelly
Ms. Katarina Carthew
Ms. Sarah Rosolen
Mr. Kevin Smith
Dr. Roland Hall
Dr. Brent Wolfe
Dr. Paul Jones
Ms. Tausia Lal
Ms. Jennifer Dagg
Ms. Andrea Czarnecki

80 public servants and collaborators from outside the GNWT received Premier's Awards

As of December 2012, there were 43,313 people residing in the NWT, representing a slight decrease from the previous year (43,866). The population lives in 33 communities spread over a 1.18 million square kilometre area. The NWT economy is based largely on diamonds, gas, oil, public sector administration, and tourism.

The public sector is a major component of the NWT economy. At March 2012, the Territorial public sector accounted for 4,768 of the 22,100 employed people in the NWT, or approximately 21%. [NWT Bureau of Statistics]

Governance

The NWT is one of only two jurisdictions in Canada that operate under the consensus system of government rather than the more familiar system of party politics. Within this system, the Legislative Assembly functions in much the same way as a provincial legislature except that all Members are elected as independents for their constituencies. The Premier and six Ministers are elected by the Members to form the Executive Council. Members who are not appointed to the Executive Council become responsible for holding the government accountable and responsive to the people of the Northwest Territories. There is also a Commissioner who fulfills a role similar to that of a Lieutenant Governor.

Several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments with others being Aboriginal only.

The anticipated final agreement on devolution of public lands and resources from the Government of Canada to the GNWT will significantly impact the structure and work force of the NWT public service in the future. A final agreement will involve the creation of new positions and the transfer of federal employees to the GNWT. Effective organizational design and human resource planning are instrumental to ensuring that functions, programs and services to the public are not interrupted and are delivered in the most effective and efficient manner.

Demographics

The GNWT workforce is aging. In 2012, the number of GNWT employees aged 55 years or more was 21% of the public service. By age distribution, in the GNWT the age category with the largest number of employees were those between 50-54 years of age. Of greatest concern is the fact that over 40% of senior managers will be eligible for retirement in 5 years. This is a common reality in the public sector across Canada.

The NWT population is also getting older. This presents a number of challenges to the public service, including demands on the nature of public programs, a smaller NWT labour pool and expectations on service with a reduction of experienced staff from retirements.

The GNWT is using a number of methods to transfer of corporate knowledge between experienced employees and those newer to the organization such as internships as well as leadership development training to successfully transition employees into new roles. It also

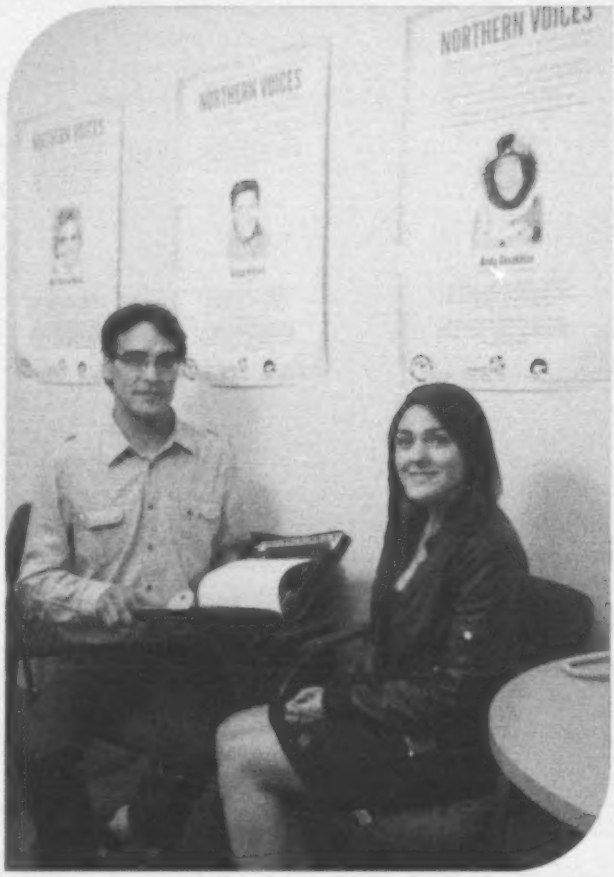
Since 1999, the rate of Aboriginal employee growth (39.6%) has been larger than overall GNWT workforce growth (36.9%) and non-Aboriginal employee growth (35.65%). The biggest rates of Aboriginal employee growth have occurred in the management and health occupation areas.

supports transfer of knowledge through secondments with Aboriginal and community governments.

Economy and Labour Force

At December 2012, the NWT employment rate was 70.4% with an estimated 22,600 out of 32,100 residents 15 years of age and older employed in the NWT. [NWT Bureau of Statistics]

The GNWT has significant challenges in filling positions that require post-secondary or specialized training. Nation-wide, there are severe labour shortages in a number of occupational groups and strong competition for knowledgeable, skilled staff. This has made it more difficult to attract qualified individuals north, as individuals who may previously have considered jobs north of sixty are now staying in the south where the cost of living may be less and where there is greater accessibility to housing and services. These issues impact not only those individuals being recruited from outside the NWT, but also those contemplating a move between communities or returning from post-secondary education and deciding upon which community to work.



A representative public service composed of Northerners is a priority of the GNWT. There has been emphasis over the last two decades towards the development of a northern workforce and the creation of a public service that more accurately reflects the general population of the NWT. Developing a northern workforce ensures the design and delivery of programs and services by employees who have knowledge of, experience with, and are sensitive to the cultural diversity of northern residents.

- *In the first year the 17th Legislative Assembly was in office, up to December 31, 2012, ten new people became GNWT senior managers. Of these ten, five are indigenous Aboriginal persons.*
- *Currently, almost 20% (19.6%) of senior managers are indigenous Aboriginal. This has been increasing over the years (from 15% in 2009).*

20/20: A Brilliant North, NWT Public Service Strategic Plan outlines a 10-year framework for the development of the public service and guides the GNWT in meeting the human resource challenges of the present and future. Fiscal year 2011-2012 was the third year of the Strategic Plan.

In November 2012, the GNWT released the 2012-2016 Action Plan to guide the public service towards the goals of the Strategic Plan. The new Action Plan builds on actions completed during the first three years of the Strategic Plan, revising some actions from previous years to reflect priorities of the 17th Legislative Assembly, to adjust for previous accomplishments and to take into consideration large initiatives affecting the public service such as the devolution of lands, water and resources from the Government of Canada to the GNWT.

Guided by the five strategic goals in the *NWT Public Service Strategic Plan*, work is ongoing to ensure the GNWT continues to have a professional public service to provide effective programs and efficient services to the people of the NWT.

The Department of Human Resources and the GNWT's Health and Social Services system piloted a Service Partnership Agreement (SPA).

Goal 1 – Fixing/Maintaining the Foundation

Client Engagement

Work continued in 2012 to develop and maintain good relationships and partnerships with Departments and Agencies. A formal HR Service Partnership Agreement (SPA) pilot with the Health and Social Services system got underway in October. The SPA outlines respective roles and responsibilities, service levels and service standards for human resource services. It establishes a partnership between the Department of Human Resources, the Department of Health and Social Services and the Health and Social Services Authorities. It outlines where each partner has a role to play and responsibilities to undertake in an effort to improve consistency, transparency and excellence in human resource management.

Communication activities, pilot evaluation methodology and quarterly reporting will continue throughout the duration of the pilot project. The first quarterly results are expected in early 2013.

Engagement with communities of interest such as the Deputy Ministers' Human Resource Committee, Directors of Finance as well as the increased use of a Client Advisory Group for feedback on human resource approaches also continue. These groups provide valuable input on key areas such as management competencies and occupational health and safety to meet ongoing client demand for services that meet their needs.

Business Transformation and Human Resource Transactions

An important factor to both the retention of employees and the delivery of services to the public is ensuring that the core human resource services available to employees are administered in a timely and accurate manner. This includes payroll, leave and benefits administration, data management and delivery, as well as technical aspects of recruitment. New streamlined on-boarding and off-boarding processes were implemented in June 2012.

As part of the overall transformation efforts, the Department of Human Resources has focused on undertaking an analysis of business processes and the development of a formal business management approach to transactional

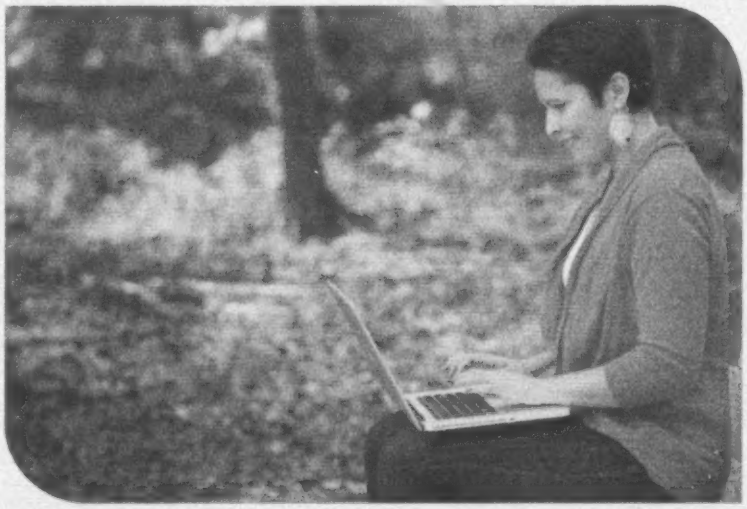
services to improve service delivery and maintain service level standards. A key result of this ongoing work was the creation of a dedicated Business Performance Unit within the Department of Human Resources in 2012. This unit consolidates reporting, metrics and evaluation functions and focuses efforts to improve the sharing and analysis of workforce information.

Technology - Human Resources Information System

To maintain a stable human resource foundation for the future it is crucial to leverage new technological tools and capabilities. Integrated technological tools to support both potential and current employees in all areas of the employment cycle – attraction, recruitment, orientation, performance planning, rewards and recognition, training/learning, retention, talent management, succession planning and workforce planning are required.

A software version upgrade to the GNWT' Human Resources Information System (PeopleSoft) was completed in October 2012. Along with ensuring continued vendor support, integration with the federal tax system, further integration with the GNWT eRecruit system, and laying the technical foundation for a future performance management module, the upgrade enhanced functionality for time approvers with automatic tracking of time requests and approvals.

This change provides immediate email notification to supervisors when an employee makes an entry to the time sheet, and an automatic immediate email notification to the employee on the supervisor's actions to the entry on the time sheet. This change ensures the GNWT complies with access to information and protection of privacy legislation and ongoing advice by the Office of the Auditor General to limit access to individual employee's personal information.



A shift scheduling system for the health and social services system was launched as a pilot in 2012. The Stanton Territorial Health Authority and Yellowknife and Fort Smith Health and Social Services Authorities are using shift scheduling to increase organizational efficiency by forecasting labour needs and reduce time spent on administrative tasks. The pilot evaluation is ongoing. Monthly training and assistance sessions have taken place for users and regular assistance is available through HRHelpDesk.

Preliminary work also got underway to streamline the HR performance management process. This will simplify the lengthy performance management process which currently collects and maintains performance related data using paper files and duplicate data entry. The new system, ePerformance, provides managers and employees on-line tools to develop, submit, and approve performance evaluations. It will significantly reduce administration, paper files and provide for better reporting. It also provides for the future integration of a talent management strategy that would see performance reviews on-line linked to employees, positions, jobs, competencies, recruitment, career planning, succession planning, training administration, and training plans. This is a system and process upgrade; the ongoing and regular person to person feedback on performance, as well as the formal annual review, will continue.

Affirmative Action and Diversity

A diverse and representative workforce improves the GNWT's ability to serve the public. Considerable work has been devoted to the development and promotion of the public service as an inclusive workplace. 2012 saw an increased focus on participation with communities of interest devoted to improving the participation of Aboriginals and persons with disabilities in the public service with renewed and revitalized activity of the Aboriginal Employees' Advisory Committee (AEAC) and the GNWT Advisory Committee on Employability (GACE).

The AEAC welcomed a new co-chair and five new members representing regions across the NWT. With participation of the AEAC, the Department of Human Resources is currently developing an Aboriginal Employment Strategy that aims to increase the representation of Aboriginal employees within the NWT public service.

Strong respectful Aboriginal partnerships are a priority of the GNWT. To ensure awareness of and respect for NWT Aboriginal issues and culture work continued on development of an Aboriginal Culture and Awareness Training program for employees. The training explores the importance of culture and cultural awareness, the Aboriginal people of the NWT, the history of the NWT from an Aboriginal perspective, and the present issues facing Aboriginal people in the North. It has been developed in collaboration with Aboriginal governments across the NWT. Employees will apply this knowledge in the workplace in delivery and design of GNWT programs and services.

A pilot of the e-training program was conducted in November, 2012. Aboriginal culture and awareness training will be available to employees in 2013-14.

The GACE also welcomed a new co-chair and a number of new advisory members. The committee is assisting with the development of a Framework to Increase the Representation of Persons with Disabilities, which will serve as part of a larger diversity framework currently being reviewed by the Department of Human Resources.

In 2012, the GNWT conducted its first Inclusive Public Service Survey to obtain more accurate baseline information on employability in its workforce. Previous information is based on employees who opted to self-declare that they are a person with a disability when they applied. The anonymous survey was conducted by the NWT Bureau of Statistics on behalf of the Department of Human Resources. It was developed in consultation with the GACE.

The survey asked GNWT employees to share their views on a range of workplace diversity topics including questions about disabilities and their effects on job duties, communication, accommodations and opportunities such as training and advancement. Of the 1,726 employees who responded to the survey, 6.4% self-identified as having a disability. This would indicate a significantly higher proportion of persons with disabilities in the public service than assumed, when the GNWT relied only on self-declarations of applicants entering the public service.

A new definition of disabilities was created after extensive consultation with the GACE and legal counsel. The new definition includes up-to-date terminology and aims to encourage individuals to declare that they are employees with disabilities. The new definition is: "a physical condition, a mental condition, a medical condition, or a social/emotional

condition that restricts the performance of one or more of a person's significant life activities, for an extended period." It was used in the Inclusive Public Service Survey, and is used by the GNWT in all instances except for priority hiring where the definition in the *Affirmative Action Policy* must be used.

The GNWT offered employees a series of one-day workshops that explored attitudes and awareness about disabilities and the employment of persons with disabilities. These disabilities awareness training sessions were held in Yellowknife, Fort Simpson, Norman Wells, Fort Smith, Hay River, and Inuvik. Employees learned through interactive exercises, case studies, and lively discussions. Based on overwhelming positive response from participants and results of the Inclusive Public Service Survey, new training sessions are planned for 2013, with additional access and training materials available via online access. In addition, a disability awareness poster campaign was conducted across GNWT offices. The campaign creates awareness of unseen disabilities, promotes an inclusive workplace, and provides information on the GACE.

Recruitment Marketing

Promoting the benefits of the northern lifestyle and work environment in a balanced and accurate way is a key part of marketing the GNWT as an employer of choice. Recruitment and attraction strategies are aligning with the GNWT's strengths as an employer and being reinforced through targeted messaging. Incentives such as complex and challenging work, opportunities to become involved in decision-making, competitive compensation and benefits packages, work-life balance, easy access to outdoor recreation, inclusiveness and cross-cultural exposure are all positive recruitment factors promoted by the NWT public service. Recognition of the GNWT as one of Canada's Top 100 Employers for 2013 is also expected to increase the nationwide exposure of job opportunities available in the public service. HR staff attended a New Grad Career Expo in Toronto in September to promote the GNWT as an employer and spoke with approximately 300 attendees.

Internships

The Northern Graduate Employment Program (NGEP) provides an opportunity for northern post-secondary graduates to gain hands-on work experience in a variety of jobs with the GNWT through one-year internships. In 2012, the GNWT hired 38 interns. Some interns are hired permanently by the GNWT after completion of the internship. Others go on to work in other industries.

The GNWT is examining options for delivery of NGEP to focus on 17th Assembly Caucus priorities.

Summer Students

In 2012, the GNWT hired 308 summer students, an increase of nine per cent from 2011. Almost 55 percent of hired students in 2012 were northern Aboriginal students.

Summer student orientation sessions were held in Yellowknife and regional centres. These sessions covered a variety of areas to help summer students adapt to the GNWT workplace including how Cabinet works in consensus government, intergenerational communications and practical information on things like asking for leave and using government systems. Student feedback provides the GNWT opportunity for continuous improvement to offer valuable work experience.

In 2012, the GNWT hired

- *38 interns; and*
- *308 summer students*

NWT Public Service Capacity

Governments across the NWT have similar challenges in recruiting and retaining qualified staff. The Public Service Capacity for Local Governments initiative is a partnership between the Department of Human Resources, the Department of Municipal and Community Affairs, the NWT Association of Communities, and the Local Government Administrators of the NWT and addresses the recruitment and retention challenges faced by local governments.

The GNWT has been promoting the utilization of secondments of employees to and from community and Aboriginal governments to build public service capacity at all levels. Staff from the GNWT can work for an Aboriginal or community government, and vice-versa, gaining knowledge about the opportunities and challenges facing these organizations. Employees with new perspectives and insight help all levels of government to be more relevant and effective in providing the best possible programs and services to northerners.

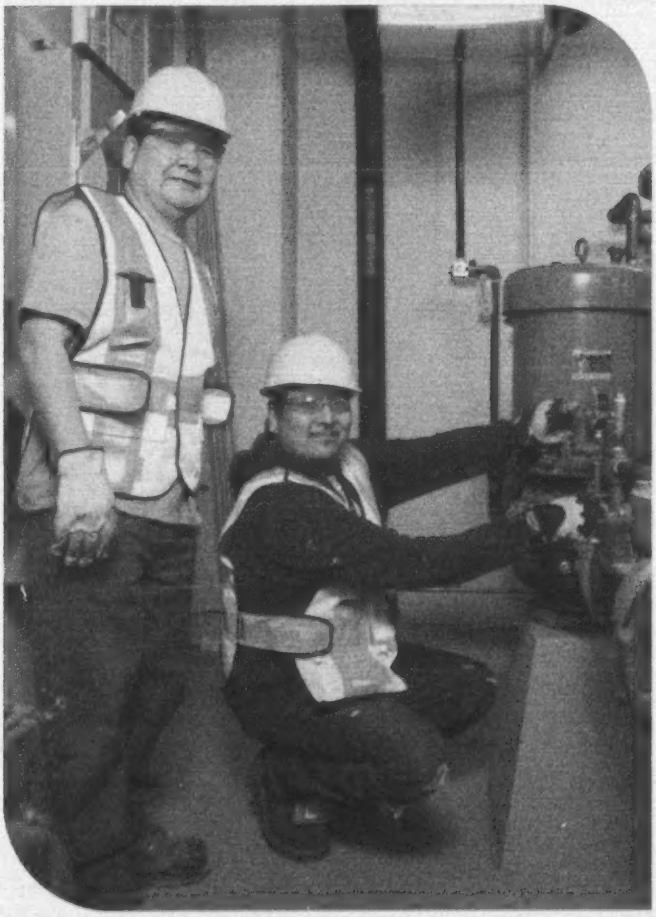
The GNWT also assists Aboriginal and community governments to increase their capacity and widen their recruitment pool by offering access to GNWT corporate training opportunities and advertising, upon request, Aboriginal and community government job openings on the GNWT employment opportunities website.

- ***The Department of Human Resources offers NWT Aboriginal and community governments' access to GNWT corporate training opportunities and job advertising on our employment opportunity website.***
- ***The Aboriginal Employment Advisory Committee provided a range of ideas and advice to the Department of Human Resources on making the GNWT an attractive employer for Aboriginal persons.***

Health and Safety

Promoting and encouraging health, safety and respect within the public service are aimed at improving employee engagement, morale and productivity.

The GNWT implemented a formal Occupational Health and Safety (OHS) Program. There are a number of elements in the program ranging from health and safety orientations for workers and contractors to emergency response plans to incident investigations. Each department and agency remains responsible for ensuring their workplaces comply with health and safety requirements. All departments and agencies have OHS committees and coordinators. Information including tools and checklists is available to employees through their OHS Committees and coordinators, and is also available on the Workplace Health and Safety webpage on the DHR website. Courses on a variety of health and safety issues including Standard First Aid, CPR training, ergonomics, and safety awareness were added to the GNWT training calendar.



In the 2012 calendar year, 377 GNWT claims were reported compared to 381 in 2011.

The most common nature of injury in the GNWT are sprains, tears and strains; bruises and contusions; and punctures, and are most commonly experienced by front line service workers in health care and protective services.

Wellness education seminars, confidential, voluntary counselling and support services are available through the Employee and Family Assistance Program (EFAP) to employees and their dependants to help manage work, health, financial and life issues.

Respectful workplace workshops designed to complement the Harassment Free and Respectful Workplace Policy and the Duty to Accommodate Policy are delivered on a regular basis. There are dedicated positions responsible for conducting workplace investigations and reviewing employee health and wellness. Investigations into workplace issues are now dealt with in a more timely and consistent manner, with better support to managers and employees.

Positive Relationships with Bargaining Representatives

The GNWT ratified collective agreements with its two employee bargaining organizations, the Union of Northern Workers (UNW) and the Northwest Territories Teachers' Association (NWTTA). A new contract was also ratified with the Northwest Territories Medical Association representing physicians in the NWT. The GNWT's overall bargaining goal to maintain an efficient, effective, and sustainable public service while being fiscally responsible was met.

To ensure transparency and accountability information on collective bargaining with the UNW, the largest union, was made available to the public. The GNWT goals for collective bargaining, the opening and follow-up proposals, meeting schedule and session summaries were available on a website.

Negotiations with the UNW began in December 2011 and reached an impasse in March 2012. The parties had agreed to have an arbitrator resolve the outstanding issues through mediation. However, the parties returned to the table in mid-April and reached consensus on a new four-year term agreement. The agreement was ratified by the UNW on May 25, 2102 and by the GNWT on June 7, 2012. This four-year agreement expires March 31, 2016.

The GNWT and the UNW agreed to create a working group to develop recommendations to put into place interim provisions to provide protection for employees who disclose information in certain situations, and to provide employees with an independent mechanism to report situations where the employee, in good faith, believes wrongdoing is occurring. In December, unanimous recommendations were agreed to for a safe disclosure process which includes:

- how to disclose information and receiving a disclosure
- referrals to an investigative body and the investigation
- creation of a safe disclosure coordinator and their duties
- creation of a safe disclosure panel, their powers and reporting to it
- safety from reprisal for employees
- addressing fabricated, frivolous and vexatious complaints
- an appeal process
- annual reporting by the safe disclosure panel.

Work starts in January 2013 on creating guidelines for implementation by April 1, 2013.

The parties also agreed to create a working group to review issues related to employee rest periods between shifts. This review will look at the unique needs of each position and workplace as well as health and safety risks to employees and clients. The working group met several times in 2012 and expects to have unanimous recommendations ready for implementation by April 1, 2014.

Negotiations with the Northwest Territories Teachers' Association (NWTTA) began in April, 2012 with a tentative four-year agreement reached in May. The agreement was ratified by the NWTTA on May 17, 2012 and by the GNWT on May 31, 2012. This Agreement is effective September 1, 2012 to July 31, 2016.

The GNWT and the NWTTA agreed to work together to develop procedures on how an alternate school year is approved and the methods for monitoring and evaluating student achievement by July 1, 2013.

Bargaining with the Northwest Territories Medical Association, representing physicians, began in November 2011. After three sessions, the negotiations were concluded and agreement was reached on a new four-year contract. While this

process is not governed by the *Public Service Act*, there is a common law duty to act in good faith that governs all collective bargaining negotiations.

Labour relations training on applying the collective agreements and resolving issues is provided to all managers. The GNWT and UNW hold monthly case management meetings to discuss outstanding grievances in an effort to find resolution before going to arbitration. The number of grievances referred to arbitration had been declining as a result of proactive collaboration. In addition, four formal Joint Leadership Committee meetings take place between Department of Human Resources' senior management and UNW leadership to discuss and resolve broad issues.

The Department of Human Resources is using a number of methods to transfer corporate knowledge between experienced public servants and newer employees.

Greening the Workplace

Fourteen departments and representatives from two outside agencies, the Arctic Energy Alliance and the federal government, are members of the Interdepartmental Green Advisory Team. Chaired by the Department of Environment and Natural Resources, this committee holds quarterly meetings to examine environmental and energy opportunities and share best practices on environmental stewardship initiatives. The group also advocates for the formation of internal departmental teams to promote activities at the employee level.

GNWT departments are reducing the amount of waste produced through a variety of initiatives, including reducing the use of electronic documents and double-sided printing to reduce paper usage, purchasing recycled papers, in-office recycling stations and composting.

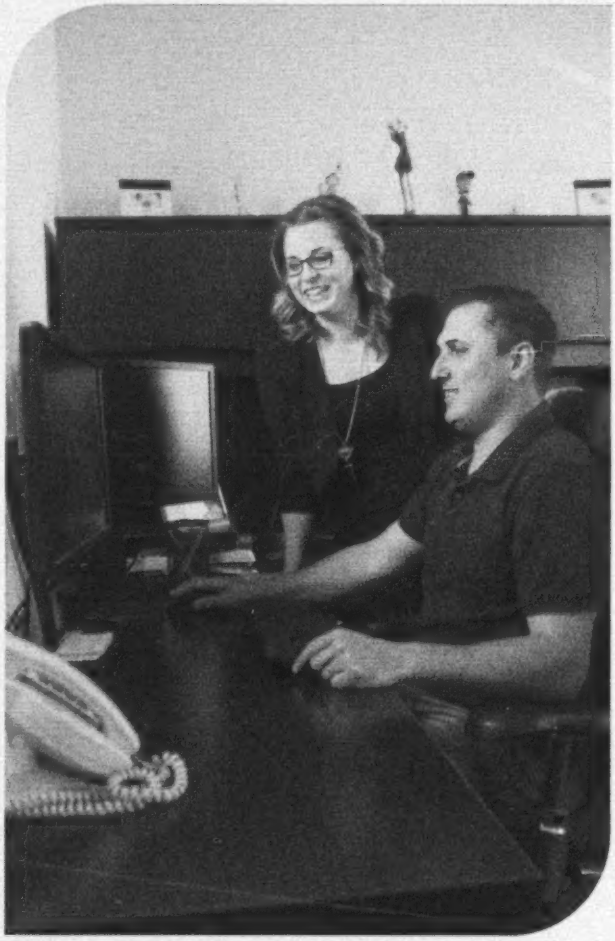
- *A representative public service composed of Northerners continues to be a priority of the GNWT.*
- *The GNWT Advisory Committee on Employability promoted diversity and inclusion in the public service.*
- *The Inclusive Public Service Survey showed a significant higher number of public servants consider themselves to be a person with a disability that previous data indicated.*

Leadership | Development

The GNWT recognizes that a sustainable group of middle and senior managers is required within the public service to effectively administer policy and programs. Throughout 2012 work continued on developing a Senior Management Competency Model. Competency profiles provide a description of behaviours that are required for success as leaders in the public service and provide a behavioural basis for determining how to best focus the development efforts of the next generation of senior managers. The model is scheduled for piloting in 2013.

Aboriginal Employee Development

The GNWT wants to ensure that Indigenous Aboriginal employees develop the skills to progress and succeed in leadership roles. The GNWT is working to increase the number of Indigenous Aboriginal employees in senior management and continues to focus on initiatives developed under the Strategic Plan to support senior management training and development for employees, looking for opportunities to increase representation where key groups are under-represented. These include the Associate Director and Superintendent Program and the Leadership Development Program:



Associate Director/Superintendent Program

The Associate Director/Superintendent Program established to both support succession planning and to increase opportunities for indigenous Aboriginal persons in senior management positions, entered its second year of operation. Two candidates from the program's first intake (piloted in 2010-11) successfully completed the program in November 2012 and have assumed senior management positions within their respective departments. Three additional associate positions were filled for the 2011-12 fiscal year.

Leadership Development Program

The GNWT offers a Leadership Development Program facilitated through the University of Alberta which provides comprehensive training and development courses for managers and emerging managers. The goals of the Program are to enhance skills among managers, to prepare managers for future growth opportunities, and to promote the advancement of managers within the public service. Priority placement is given to Aboriginal employees with the goal of achieving a 50% Aboriginal participation rate.

In 2012 the Department of Human Resources concluded a review of the Leadership Development Program. The Program will be revised to align it with the new Senior Management Competency Model being piloted in 2013-2014.

Goal 5 – Renew: Charting a Path for Tomorrow

Planning for the future of the public service requires effective monitoring of workforce stability, talent management and future skills development of northerners, and the ability to anticipate future human, financial and capital resource requirements.

Workforce Planning and Knowledge Retention

Demographic projections clearly indicate an increased turnover in management positions in the next 5 to 10 years. The GNWT recognizes the vital need to prepare for this transition by ensuring corporate knowledge transfer and retention. A key aim of the Strategic Plan is the implementation of a Workforce Planning and Knowledge Retention Framework to effectively manage workforce stability, development, and risks. The framework is still in development by the Department of Human Resources but is scheduled for completion in 2013.

Corporately, investments are being made in organizational learning and training programs, with an emphasis on leadership skills, and alignment of learning with talent management. Another key aim is to combine succession planning with government priorities of a representational workforce by developing Aboriginal northerners for leadership and development roles.

To ensure it stays current with best succession planning practices across the country, the GNWT has partnered with other governments and national groups focused on employee engagement and succession planning to identify common priorities, challenges and shared solutions. HR staff regularly participates in the Employee Engagement Interjurisdictional Team and the Career Growth and Development Interjurisdictional Team.

Talent Acquisition

A Talent Acquisition Strategy aimed at attracting highly qualified applicants to GNWT job competitions and maintaining relationships with potential applicants through social networking media is ongoing. Implementation is proceeding with the development of a new careers website that will include social media capabilities including job alerts through e-mail, Facebook and LinkedIn postings. Future goals include the development of training programs targeted specifically to enhance the NWT labour pool in public sector occupations.

Human Resource Plans

Human resource plans are aligned with the corporate human resource strategic plan and support individual departmental business plans. Human resource plans provide a framework to ensure departments and agencies have the human resources required to fulfil their mandates, address human resource priorities that may be unique to each department, and shift planning activities from reactive to proactive. In 2012, four departments finalized their human resources plans and four others began development. Completion of all departmental human resource plans is targeted for 2014.

Occupational Categories

The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is used to classify occupational data and compile, analyse and report information about occupations in the public service. The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

Management:
Deputy Minister, Program Director and Regional Superintendent

Business, Finance & Administration:
Finance Officer, Human Resource Officer and office support staff

Natural & Applied Sciences & Related Occupations:
Engineer, Biologist and Renewable Resources Officer

Health Occupations:
Registered Nurse, Medical Lab & Certified Nursing Assistant

Occupations in Social Science, Education & Government Service and Religion: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer

Occupations in Art, Culture, Recreation & Sport:
Librarian and Youth Worker

Sales and Service:
Correctional Officer, Classroom Assistant and Custodial Worker

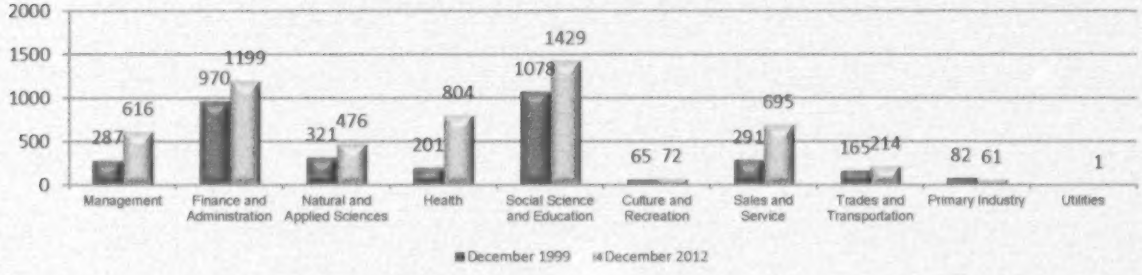
Trades, Transport and Equipment Operators and Related Occupations:
Mechanic and Equipment Operator

Occupations Unique to Primary Industry:
Fire Crew Member

Manufacturing and Utilities:
Municipal Works Officer and Water Plant

The following graph shows the number of positions by Occupational Category as of December 1999 and December 2012. The largest area of growth has been in Health with the addition of health care clinics and relief positions to the public service.

Development of the Public Service
December 1999 and December 2012



National Occupational Categories Skill Level

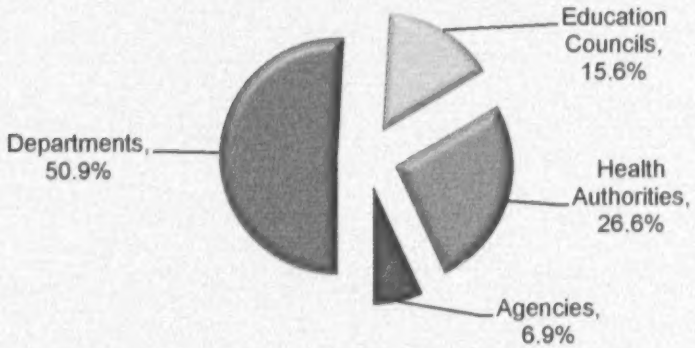
The National Occupational Classification (NOC) system can be broken out by skill.

Management (12%)	Managers, Directors, Principals, Regional Superintendents, Assistant Deputy Ministers, Deputy Ministers
Professional (41%)	Teachers, Registered Nurses, Social Workers, Counsellors, College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
College/Apprentice (21%)	Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
Occupational Training (23%)	Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Fire crew Members, Classroom Assistants, Tower persons, Highway Maintenance Operators/Engineers
On the Job Training (2%)	Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers

COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2012, there were 4,719 employees in the public service. Approximately 51% of employees were located in Departments, 7% in Agencies (Aurora College, the Business Development Investment Corporation and Northwest Territories Housing Corporation), 16% in the Divisional Education Councils and 27% in the Health and Social Services Authorities.

Public Service by Departments, Boards and Agencies at December 31, 2012



The majority of employees were members of the Union of Northern Workers (73%) and the NWT Teachers' Association (11%). Excluded employees accounted for 12% of the public service, while senior management made up 4%.

Approximately 51% of employees were employed in Headquarters, 17% were employed in the Fort Smith Region, 14% were employed in the Beaufort Delta Region, 8% were employed in the Dehcho Region, 5% were employed in the Sahtu Region and 5% in the Tlicho Region.

Female employees comprise the majority of the public service at 64.3%. Males make up only 35.7% of the public service. Of the 194 National Occupational Unit groups that comprise the public service, there are 25 groups that are male dominated (designated non-traditional occupations) and 43 groups that are female dominated.

The ratio of management to employees within the public service is approximately eight employees per manager. Management (middle and senior managers) is based on positions with a four-digit National Occupational Classification (NOC) code starting with '0' and is comprised of 12.2 % of the public service, up marginally from 2011 (11.9%).

The average age of employees has remained stable at 44 years. The average length of service of employees, 9.0 years, represents a slight increase over 2011 when it was 8.7 years.

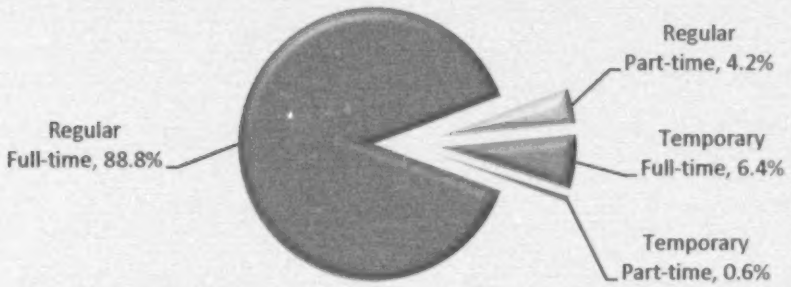
	Number of Employees	Average Age	Average Length of Service
All Employees	4,719	44.5	9.0
Indigenous Aboriginal Employees	1,502	45.2	9.9
Indigenous Non-Aboriginal Employees	623	43.9	12.5
Other Employees	2,594	44.2	7.7
Female Employees	3,035	44.0	8.7
Male Employees	1,684	45.2	9.5

Employment Type

Those hired as full-time, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which employment ceases. The majority of employees are hired on a regular and full-time basis, but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

At the end of 2012 there were 4,719 employees in positions. Of these, 4,388 (93%) employees were working in a regular position, while 331 (7%) were working in a temporary position. Looked at another way, 4,490 (95.1%) employees were in full-time positions, while 229 (4.9%) held part-time positions. These data have remained consistent since 2010 with no overall percentage change.

Employment Type by Regular or Temporary and Full-time or Part-time, 2012



Relief workers are employees who work on an "as and when needed" shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.). Of the 4,719 employees in the public service, 291 (6.1%) are relief. Also within the public service there were 106 (2.2%) employees who work only during certain times of the year as seasonal employees.

Inactive employees are employees who have gone on some type of leave (with or without pay) during the year, such as education leave, maternity leave, disability leave, parental leave, etc. Of the 4,719 employees in the public service there were 354 (7.5%) inactive employees.

Work Absence Rate

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2012, the work absence rate for the public

service was 13.2 days per employee. This compares to 8.2 days in the private sector and 11.9 days in the provincial sector.

Accession and Turnover Rates

Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2012, the annual employee accession rate was 11.8%.

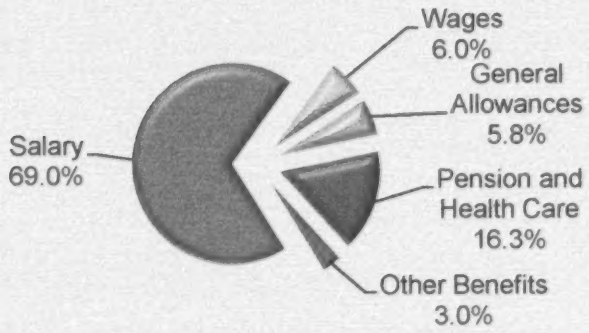
Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2012, the annual employee turnover rate was 11.3%.

Retention Rate

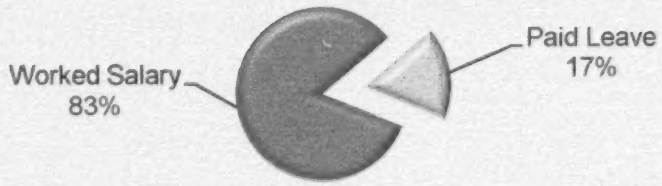
Employee retention is the measure of employees retained by the public service. In 2012, the employee retention rate was 88.7% (Note: this retention rate is based on the turnover rate minus 100%).

The salary and benefits costs of the GNWT public service are tracked for each calendar year. The first graph shows the breakdown of the salary and benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of annual, statutory holidays, sick, special and other leave (includes maternity, parental, disability leave, winter bonus, etc.).

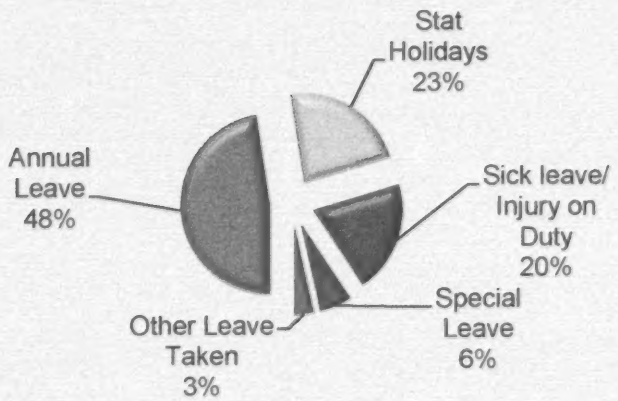
Salary and Benefits of Employees, 2012



Paid Leave as Percentage of Net Salary



Paid Leave, 2012



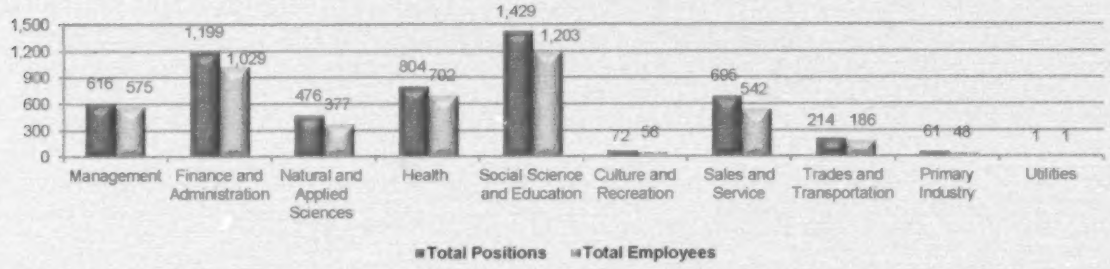
Salary and Benefit Costs of Employees

for year ended December 31, 2012

Costs	2012	2011	2010
Salary	$398,383,000	$387,886,000	$372,563,000
Total Salary	**$398,383,000**	**$387,886,000**	**$372,563,000**
Bilingual Bonus/Language Allowance	$562,000	$560,000	$561,000
Call-back	$3,249,000	$2,897,000	$2,457,000
Excluded and Senior Management Bonus	$896,000	$1,568,000	$1,208,000
Miscellaneous*	$3,221,000	$2,852,000	$2,850,000
Overtime	$18,656,000	$18,287,000	$18,001,000
Shift Premium	$1,736,000	$1,750,000	$1,810,000
Standby	$4,347,000	$4,191,000	$4,288,000
Teachers' Allowance	$1,812,000	$1,709,000	$1,635,000
Total Wages	**$34,479,000**	**$33,814,000**	**$32,810,000**
Education Allowance	$637,000	$477,000	$809,000
Northern Allowance	$33,065,000	$33,317,000	$32,825,000
Total General Allowances	**$33,702,000**	**$33,794,000**	**$33,634,000**
Canada Pension Plan	$12,033,000	$11,578,000	$11,508,000
Dental	$4,149,000	$3,934,000	$3,862,000
Disability Insurance	$4,540,000	$3,393,000	$4,308,000
Employee/Family Assistance Program	$404,000	$404,000	$408,000
Employment Insurance	$5,585,000	$5,250,000	$5,059,000
Maternity/Adoption	$4,652,000	$4,687,000	$4,739,000
Public Service Health Care Plan	$5,605,000	$5,332,000	$4,842,000
Public Service Management Insurance Plan	$1,527,000	$1,440,000	$1,467,000
Superannuation (Pension)	$52,803,000	$54,010,000	$52,444,000
Workers' Compensation	$2,795,000	$2,145,000	$1,908,000
Total Pension and Health Care	**$94,093,000**	**$92,173,000**	**$90,545,000**
Medical Travel Assistance	$5,876,000	$5,674,000	$5,477,000
Professional Development/Training	$5,397,000	$6,336,000	$6,211,000
Removal In/Transfer	$2,657,000	$2,710,000	$2,576,000
Removal Out/Ultimate	$305,000	$223,000	$351,000
Severance Pay	$3,746,000	$4,344,000	$3,685,000
Total Other Benefits	**$17,981,000**	**$19,287,000**	**$18,300,000**
Grand Total	**$578,638,000**	**$566,954,000**	**$547,852,000**

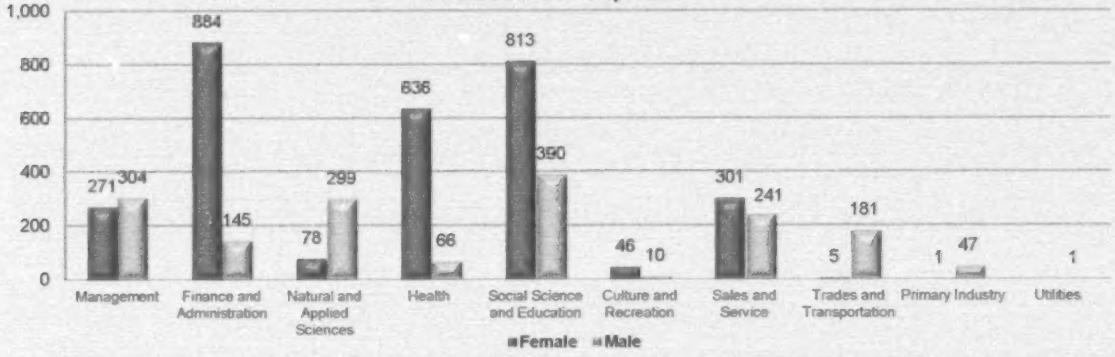
* Miscellaneous includes allowances such as Instructor/Coordinator, Mentor, Nursing, Tools and Uniform

Positions and Employees by Occupational Category at December 31, 2012



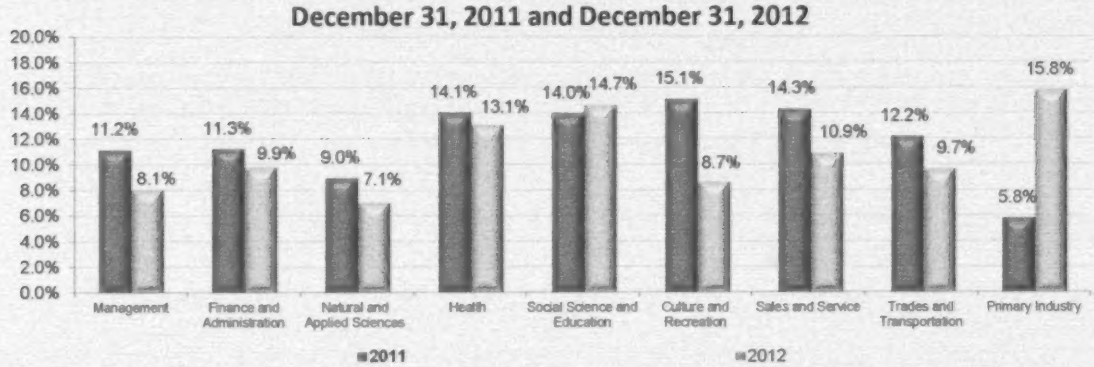
There was an increase of positions (11) and employees (44) from 2011 to 2012.

Employees by Gender and Occupational Category at December 31, 2012

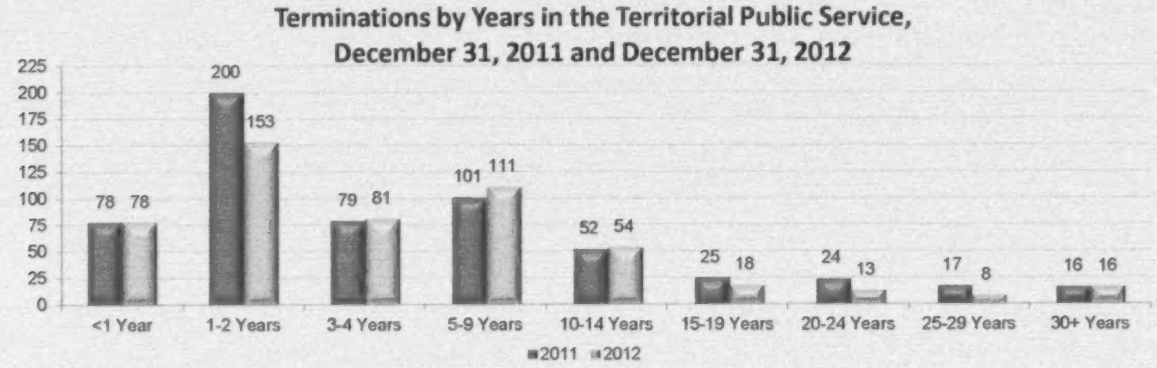


The employee gender by occupational category has remained consistent since 2011. In 2011, the overall percent female and male occupational representation was 64.5% and 35.5% respectively; in 2012 it was 64.3% female and 35.7% male.

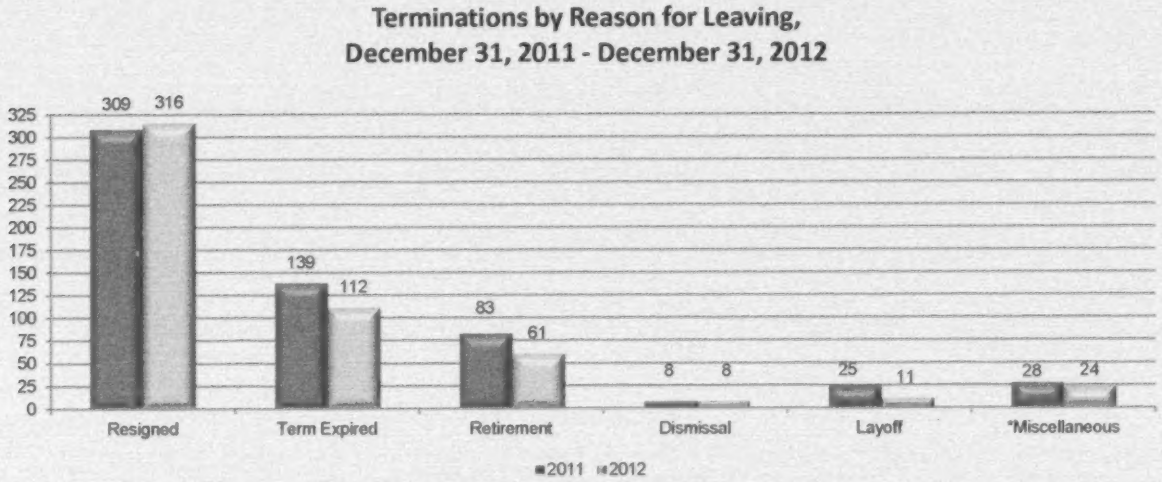
Turnover Rate by Occupational Category December 31, 2011 and December 31, 2012



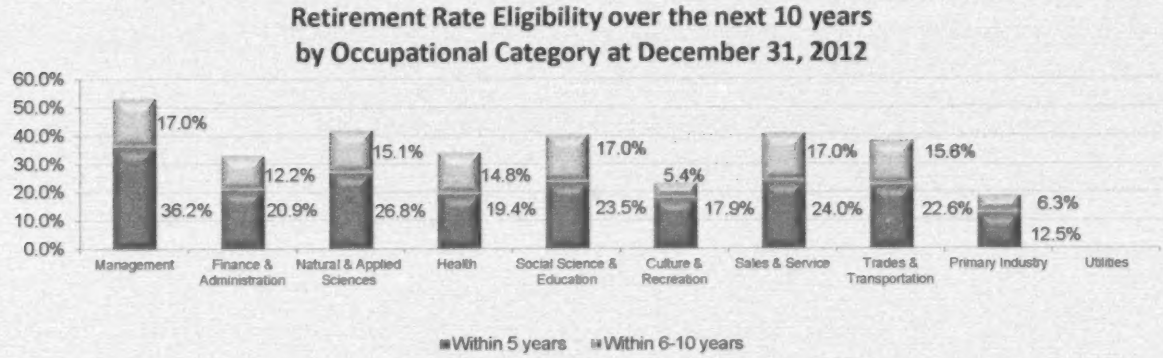
Between 2011 and 2012, there was a decrease of 1.3% in the turnover rate. (Note: The Utilities Occupational Category saw a turnover rate of 100% - 1 employee left. However in order to have the graph remain consistent with the others, the Utilities Occupational Category was removed from the graph).



There was an overall decrease of 60 (11.3%) terminations by years of service from 2011 to 2012.



*Miscellaneous includes Death in Service, Health, Abandonment of Position, Rejection on Probation, Return to School

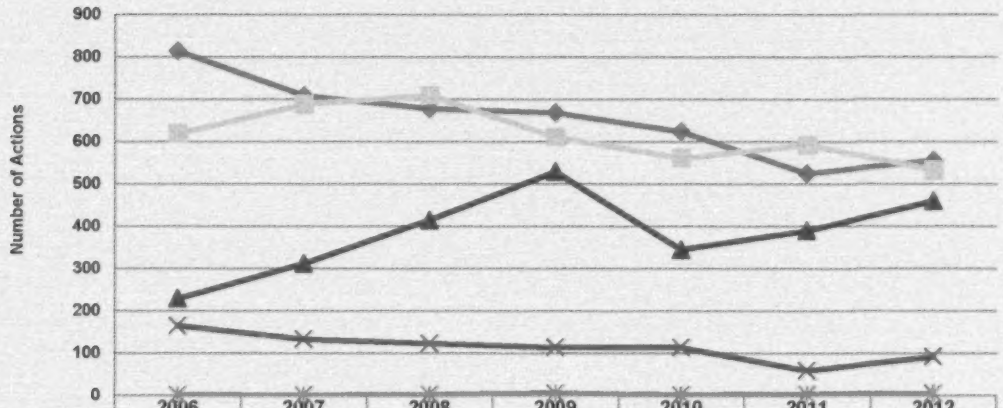


The retirement eligibility over the next 10 years has been increasing since 2009. In 2009 the rate was 25.4%; in 2012 it was 39.1%.

RECRUITMENT AND RETENTION

Recruiting and training northerners is essential to building a strong, stable and representative public service. The GNWT uses eRecruit for its open competitions. Not all job openings are publically advertised as some positions are filled through transfer assignments, eligibility lists, and other human resource management processes, such as duty to accommodate.

Staffing Actions Summary by Calendar Year



	2006	2007	2008	2009	2010	2011	2012
Hires	813	708	677	668	623	524	555
Separations	619	688	709	611	561	592	532
Transfers	228	311	414	528	344	389	459
Promotions	164	132	122	113	113	58	91
Demotions	1	0	2	5	1	3	4

Performance Management

In *20/20: A Brilliant North - NWT Public Service Strategic Plan*, Goal 4 is committed to the creation of a Competency-Based Performance Management Program. Competency-based performance management frameworks use competencies as the basis for performance evaluation. Competencies are the skills, knowledge and abilities required to perform a role or roles in an organization, however, do not include technical skills or knowledge. Competencies are also used in the development of targeted training programs and the recruitment process. The Department of Human Resources is defining three unique but integrated competency models for the GNWT. These are:

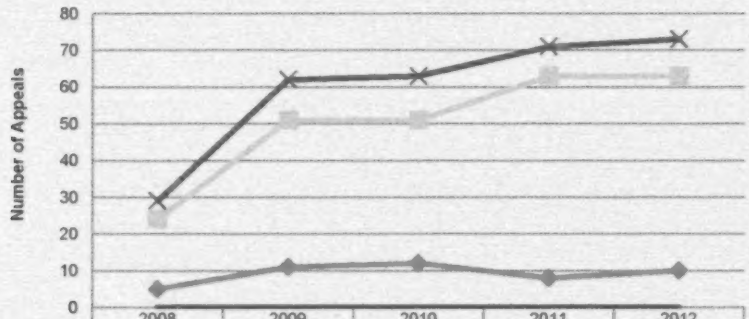
- One core/cross functional competency model that will apply to all employees of the GNWT
- One core management (operational) competency model that will apply to supervisors and managers of the GNWT
- One core leadership (strategic) model that will apply to senior leaders of the GNWT.

The GNWT Senior Management Competencies were developed in conjunction with the Hay Group and approved by the Deputy Ministers' Human Resources Committee in June 2012. The competency model and performance management system is being piloted in 2013-2014.

Staffing Appeals

The staffing appeals process provides for accountability of appointments to public service positions through the competition process, including the application of the Affirmative Action Policy. The staffing appeals process allows a GNWT employee or an affirmative action candidate who has applied on a position to request a review of the competition if they believe that the competition process was flawed. Staffing appeals can be heard by UNW, excluded and senior management positions up to and including the director level. Staffing Review Officers provide an independent review of the competition process by determining whether procedural fairness occurred in the application of applicable legislation, regulations, policies, directives and procedural guidelines.

Staffing Appeals Summary by Calendar Year

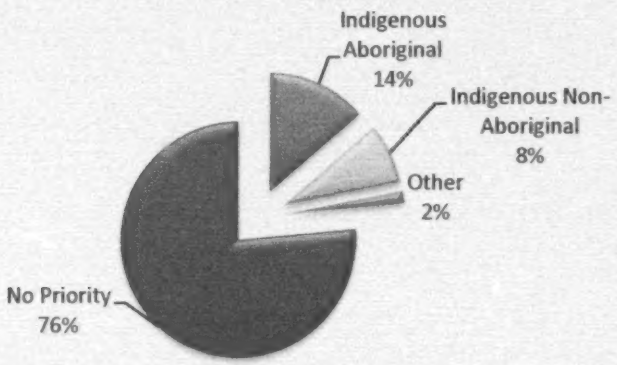


	2008	2009	2010	2011	2012
Upheld	5	11	12	8	10
Denied	24	51	51	63	63
Withdrawn	0	0	0	0	0
Total	29	62	63	71	73

Applications for Public Service Jobs

The Public Service receives applications for positions from across Canada and beyond. In 2012 the Public Service received 10,058 applications for all completed competitions. Each application is provided a priority status as referenced in the Affirmative Action Policy. In 2012, 14% of all applications were from Indigenous Aboriginal applicants, 6% above the number of applications received from Indigenous Non-Aboriginal applicants. A vast majority (76%) of applications are from individuals with no priority status.

Summary of Applicant Priority Status for All Completed Competitions in 2012



AFFIRMATIVE ACTION

The GNWT is committed to a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy to help meet this goal.

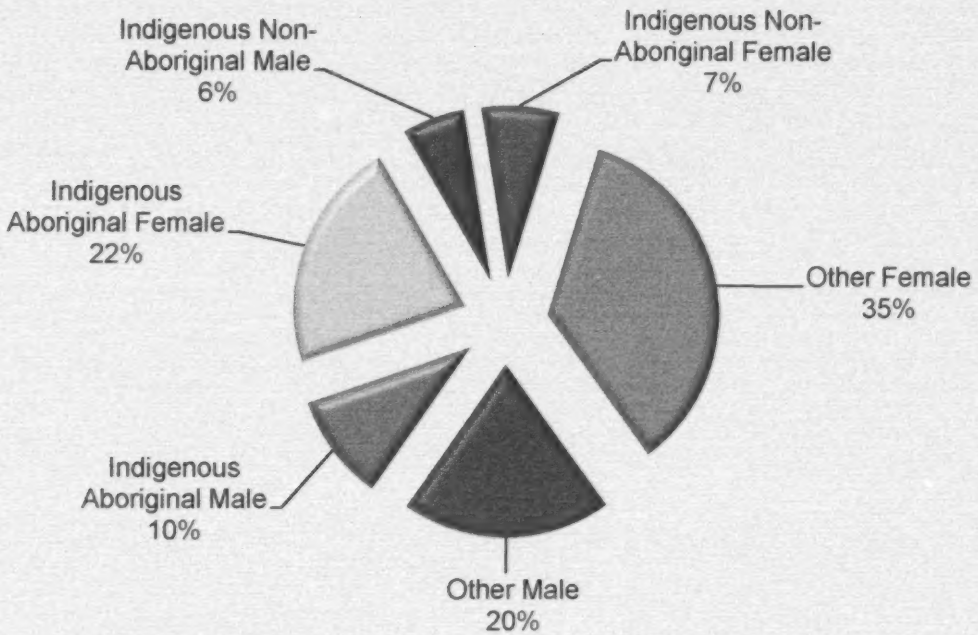
Through the Affirmative Action Policy, the GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Women in Non-Traditional Occupations.

The Department of Human Resources is responsible for interpreting and reviewing the Policy's application in areas such as management and non-traditional occupations. All departments, boards and agencies are responsible for implementing the Policy when hiring.

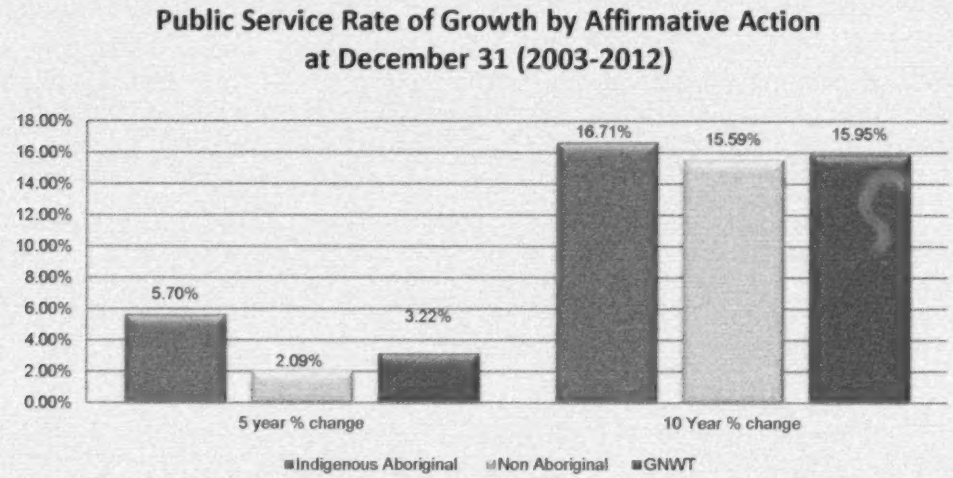
At the end of 2012, there were 1,502 Indigenous Aboriginal employees representing 32% of the public service.

Employees by Aboriginal Status and Gender, at December 31, 2012



In 2012, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Other Employees in the public service was 1502, 623, 2594 respectively.

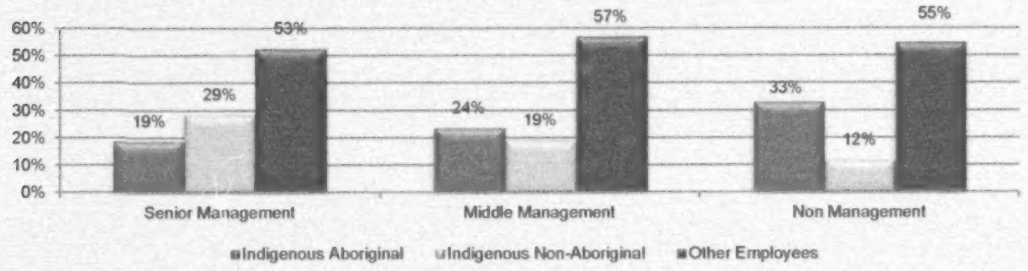
Over the last 10 years (2003-2012) the Public Service experienced a rate of growth of 15.95%. During that same period Indigenous Aboriginal employee growth was 16.71% and non-Aboriginal employee growth was 15.59%. Similarly, over the last five (5) years (2008-2012), the growth of Indigenous Aboriginal employees in the Public Service exceeded that of non-Aboriginal employee growth by 3.6%.



As at December 31, 2012 there were 39 Indigenous Aboriginal senior managers, which represented 19% of employees in senior management. This is an increase from 18% in 2011. As well, there are a higher percentage of Indigenous-Aboriginal middle managers (24%) than Indigenous non-aboriginal middle managers (19%).

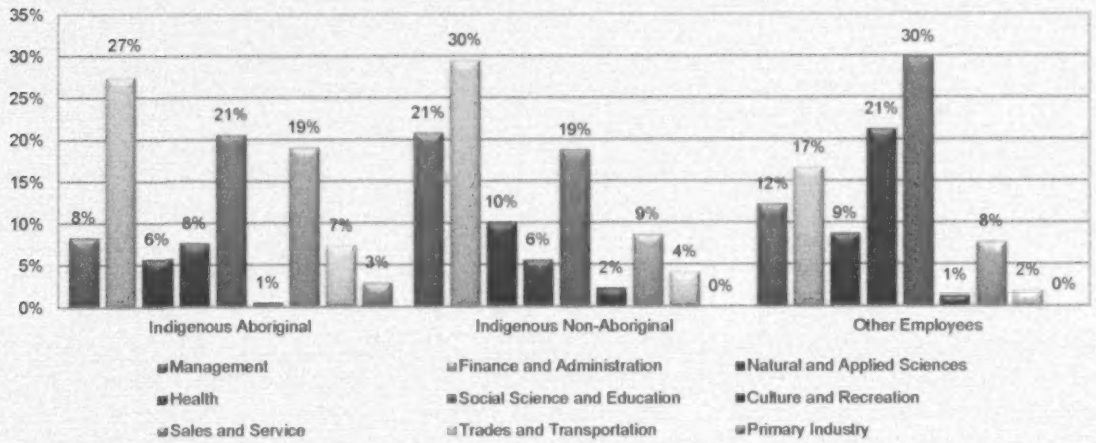
In 2012, 10 new people became GNWT senior managers. Of these 10, 5 were Indigenous Aboriginal persons.

Public Service Management by Affirmative Action Categories (%)



The majority of Indigenous Aboriginal employees work in Finance and Administration (27%) followed by Social Sciences and Education (21%) and Sales and Service (19%) occupational categories.

Affirmative Action Categories by Occupational Category (%)



Employee Distribution by Community
at December 31, 2012

2012							
Community/Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginals**	**% Indigenous Aboriginal Employees**	**Other Employees**	**% Other Employees**
Lutselk'e	25	10	40%		0%	15	60%
Yellowknife	2,368	387	16%	494	21%	1,487	63%
Headquarters/North Slave	**2,393**	**397**	**17%**	**494**	**21%**	**1,502**	**63%**
Aklavik	39	21	54%		0%	18	46%
Fort McPherson	53	28	53%	2	4%	23	43%
Inuvik	455	164	36%	20	4%	271	60%
Paulatuk	20	6	30%		0%	14	70%
Sachs Harbour	10	5	50%		0%	5	50%
Tsiigehtchic	9	4	44%		0%	5	56%
Tuktoyaktuk	44	24	55%		0%	20	45%
Ulukhaktok	32	15	47%		0%	17	53%
Beaufort Delta Region	**662**	**267**	**40%**	**22**	**3%**	**373**	**56%**
Fort Liard	45	27	60%		0%	18	40%
Fort Providence	60	37	62%	3	5%	20	33%
Fort Simpson	208	107	51%	13	6%	88	42%
Hay River Reserve	18	7	39%	3	17%	8	44%
Jean Marie River	3	2	67%		0%	1	33%
Kakisa	2		0%		0%	2	100%
Nahanni Butte	7	5	71%		0%	2	29%
Trout Lake	12	10	83%		0%	2	17%
Wrigley	10	7	70%		0%	3	30%
Dehcho Region	**365**	**202**	**55%**	**19**	**5%**	**144**	**39%**
Enterprise	13	6	46%	4	31%	3	23%
Fort Resolution	52	35	67%	1	2%	16	31%
Fort Smith	484	249	51%	39	8%	196	40%
Hay River	269	110	41%	37	14%	122	45%
Fort Smith Region	**818**	**400**	**49%**	**81**	**10%**	**337**	**41%**
Colville Lake	12	5	42%		0%	7	58%
Deline	42	21	50%		0%	21	50%
Fort Good Hope	44	18	41%		0%	26	59%
Norman Wells	118	33	28%	5	4%	80	68%
Tulita	37	15	41%		0%	22	59%
Sahtu Region	**253**	**92**	**36%**	**5**	**2%**	**156**	**62%**
Behchoko	179	119	66%	2	1%	58	32%
Gamèti	16	9	56%		0%	7	44%
Wekweèti	7	4	57%		0%	3	43%
Whati	26	12	46%		0%	14	54%
Tłįcho Region	**228**	**144**	**63%**	**2**	**1%**	**82**	**36%**
Total GNWT	**4,719**	**1,502**	**32%**	**623**	**13%**	**2,594**	**55%**

Employee Distribution by Department/Board/Agency

as at December 31, 2012

2012							
Department/Board/Agency	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Aboriginal Affairs and Intergovernmental Relations	33	9	27%	11	33%	13	39%
Education, Culture and Employment	220	75	34%	52	24%	93	42%
Environment and Natural Resources	272	132	49%	36	13%	104	38%
Executive	78	22	28%	25	32%	31	40%
Finance	120	38	32%	20	17%	62	52%
Health and Social Services	150	26	17%	27	18%	97	65%
Human Resources	195	65	33%	51	26%	79	41%
Industry, Tourism and Investment	155	54	35%	36	23%	65	42%
Justice	510	150	29%	105	21%	255	50%
Legislative Assembly	33	9	27%	8	24%	16	48%
Municipal and Community Affairs	110	39	35%	31	28%	40	36%
Public Works and Services	255	88	35%	42	16%	125	49%
Transportation	271	98	36%	52	19%	121	45%
Total for Departments	2,402	805	34%	496	21%	1,101	46%
Beaufort Delta Divisional Education Council	190	65	34%	5	3%	120	63%
Commission scolaire francophone, TNO	41		0%		0%	41	100%
Dehcho Divisional Education Council	104	49	47%	1	1%	54	52%
Sahtu Divisional Education Council	105	31	30%	1	1%	73	70%
South Slave Divisional Education Council	185	53	29%	16	9%	116	63%
Tlicho Community Services Agency - Education	113	59	52%		0%	54	48%
Total for Education Councils	738	257	35%	23	3%	458	62%
Beaufort Delta Health and Social Services Authority	215	61	28%	2	0.9%	152	71%
Dehcho Health and Social Services Authority	88	45	51%	2	2.3%	41	47%
Fort Smith Health and Social Services Authority	128	72	56%	2	1.6%	54	42%
Sahtu Health and Social Services Authority	67	24	36%		0.0%	43	64%
Stanton Territorial Health Authority	517	56	11%	44	8.5%	417	81%
Tlicho Community Services Agency - Health	81	58	72%		0.0%	23	28%
Yellowknife Health and Social Services Authority	158	26	16%	19	12.0%	113	72%
Total for Health and Social Services Authorities	1,254	342	27%	69	6%	843	67%
Aurora College	207	64	31%	15	7%	128	62%
Business Development Investment Corporation	15	2	13%	3	20.0%	10	67%
Northwest Territories Housing Corporation	103	32	31%	17	17%	54	52%
Total for Agencies	325	98	30%	35	11%	192	59%
Total of Public Service	**4,719**	**1,502**	**32%**	**623**	**13%**	**2,594**	**55%**

2012							
Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Other Employees**	**% Other Employees**
Headquarters/North Slave	2,393	397	17%	494	21%	1,502	63%
Beaufort Delta Region	662	267	40%	22	3%	373	56%
Dehcho Region	365	202	55%	19	5%	144	39%
Fort Smith Region	818	400	49%	81	10%	337	41%
Sahtu Region	253	92	36%	5	2%	156	62%
Tlicho Region	228	144	63%	2	1%	82	36%
Total	**4,719**	**1,502**	**32%**	**623**	**13%**	**2,594**	**55%**

Senior Management by Priority Status

as at December 31, 2012

2012							
Department/Board/Agency	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	4		0%	2	50%	2	50%
Education, Culture and Employment	17	6	35%	4	24%	7	41%
Environment and Natural Resources	15	5	33%	4	27%	6	40%
Executive	15	3	20%	6	40%	6	40%
Finance	14	2	14%	3	21%	9	64%
Health and Social Services	10	1	10%	2	20%	7	70%
Human Resources	9	1	11%	5	56%	3	33%
Industry, Tourism and Investment	16	2	13%	8	50%	6	38%
Justice	12	2	17%	6	50%	4	33%
Legislative Assembly	4	1	25%	2	50%	1	25%
Municipal and Community Affairs	16	6	38%	5	31%	5	31%
Public Works and Services	10	2	20%	2	20%	6	60%
Transportation	10	1	10%		0%	9	90%
Total for Departments	152	32	21%	49	32%	71	47%
Beaufort Delta Divisional Education Council	3	1	33%		0%	2	67%
Commission scolaire francophone, TNO	1		0%		0%	1	100%
Dehcho Divisional Education Council	1		0%		0%	1	100%
Sahtu Divisional Education Council	2		0%		0%	2	100%
South Slave Divisional Education Council	1		0%		0%	1	100%
Tłı̨cho Community Services Agency - Education	2	1	50%		0%	1	50%
Total for Education Councils	10	2	20%	0	0%	8	80%
Beaufort Delta Health and Social Services Authority	5		0%	1	20%	4	80%
Dehcho Health and Social Services Authority	2		0%	1	50%	1	50%
Fort Smith Health and Social Services Authority	1	1	100%		0%		0%
Sahtu Health and Social Services Authority	2		0%		0%	2	100%
Stanton Territorial Health Authority	6		0%	1	17%	5	83%
Tłı̨cho Community Services Agency - Health	3		0%		0%	3	100%
Yellowknife Health and Social Services Authority	5		0%	1	20%	4	80%
Total for Health and Social Services Authorities	24	1	4%	4	17%	19	79%
Aurora College	7	2	29%	2	29%	3	43%
Business Development Investment Corporation	3		0%		0%	3	100%
Northwest Territories Housing Corporation	11	2	18%	4	36%	5	45%
Total for Agencies	21	4	19%	6	29%	11	52%
Total of Public Service	207	39	19%	59	29%	109	53%

2012							
Regions	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Other Employees in Senior Management**	**% Other Employees in Senior Management**
Headquarters/North Slave	149	24	16%	46	31%	79	53%
Beaufort Delta Region	20	4	20%	2	10%	14	70%
Dehcho Region	7	1	14%	4	57%	2	29%
Fort Smith Region	18	8	44%	6	33%	4	22%
Sahtu Region	8	1	13%	1	13%	6	75%
Tłı̨cho Region	5	1	20%		0%	4	80%
Total	207	39	19%	59	29%	109	53%

Senior Management by Gender
as at December 31, 2012

	2012				
Department/Board/Agency	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	4		0%	4	100%
Education, Culture and Employment	17	11	65%	6	35%
Environment and Natural Resources	15	4	27%	11	73%
Executive	15	4	27%	11	73%
Finance	14	3	21%	11	79%
Health and Social Services	10	6	60%	4	40%
Human Resources	9	8	89%	1	11%
Industry, Tourism and Investment	16	5	31%	11	69%
Justice	12	6	50%	6	50%
Legislative Assembly	4	1	25%	3	75%
Municipal and Community Affairs	16	6	38%	10	63%
Public Works and Services	10	1	10%	9	90%
Transportation	10	2	20%	8	80%
Total for Departments and Agencies	152	57	38%	95	63%
Beaufort Delta Divisional Education Council	3	1	33%	2	67%
Commission scolaire francophone, TNO	1	1	100%		0%
Dehcho Divisional Education Council	1	1	100%		0%
Sahtu Divisional Education Council	2	1	50%	1	50%
South Slave Divisional Education Council	1		0%	1	100%
Tlicho Community Services Agency - Education	2	2	100%		0%
Total for Education Councils	10	6	60%	4	40%
Beaufort Delta Health and Social Services Authority	5	4	80%	1	20%
Dehcho Health and Social Services Authority	2	1	50%	1	50%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	2	2	100%		0%
Stanton Territorial Health Authority	6	4	67%	2	33%
Tlicho Community Services Agency - Health	3	2	67%	1	33%
Yellowknife Health and Social Services Authority	5	3	60%	2	40%
Total for Health and Social Services Authorities	24	16	67%	8	33%
Aurora College	7	6	86%	1	14%
Business Development Investment Corporation	3		0%	3	100%
Northwest Territories Housing Corporation	11	2	18%	9	82%
Total for Agencies	21	8	38%	13	62%
Total of Public Service	207	87	42%	120	58%

	2012				
Region	**Total Senior Management Employees**	**Number of Women in Senior Management**	**% of Women in Senior Management**	**Number of Men in Senior Management**	**% of Men in Senior Management**
Headquarters/North Slave	149	59	40%	90	60%
Beaufort Delta Region	20	10	50%	10	50%
Dehcho Region	7	2	29%	5	71%
Fort Smith Region	18	9	50%	9	50%
Sahtu Region	8	3	38%	5	63%
Tlicho Region	5	4	80%	1	20%
Total	207	87	42%	120	58%

Non-Traditional Occupations by Gender at December 31, 2012

	2012				
Department/Board/Agency	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Aboriginal Affairs and Intergovernmental Relations	-		-		-
Education, Culture and Employment	5		0%	5	100%
Environment and Natural Resources	115	13	11%	102	89%
Executive	-		-		-
Finance	18	4	22%	14	78%
Health and Social Services	7	4	57%	3	43%
Human Resources	4	2	50%	2	50%
Industry, Tourism and Investment	16	5	31%	11	69%
Justice	18	4	22%	14	78%
Legislative Assembly	1		0%	1	100%
Municipal and Community Affairs	11	1	9%	10	91%
Public Works and Services	141	14	10%	127	90%
Transportation	155	7	5%	148	95%
Total for Departments	491	54	11%	437	89%
Beaufort Delta Divisional Education Council	2		0%	2	100%
Commission scolaire francophone, TNO	-		-		-
Dehcho Divisional Education Council	1		0%	1	100%
Sahtu Divisional Education Council	1	1	100%		0%
South Slave Divisional Education Council	-		-		-
Tlicho Community Services Agency - Education	-		-		-
Total for Education Councils	4	1	25%	3	75%
Beaufort Delta Health and Social Services Authority	3		0%	-	100%
Dehcho Health and Social Services Authority	1		0%	1	100%
Fort Smith Health and Social Services Authority	1		0%	1	100%
Sahtu Health and Social Services Authority	-		-		-
Stanton Territorial Health Authority	11	2	18%	9	82%
Tlicho Community Services Agency - Health	2	2	100%		0%
Yellowknife Health and Social Services Authority	4	1	25%	3	75%
Total for Health and Social Services Authorities	22	5	23%	17	77%
Aurora College	10	1	10%	9	90%
Business Development Investment Corporation	1		0%	1	100%
Northwest Territories Housing Corporation	16	2	13%	14	88%
Total for Agencies	27	3	11%	24	89%
Total of Public Service	**544**	**63**	**12%**	**481**	**88%**

	2012				
Region	Employees in Non-Traditional Occupations	Women in Non-Traditional Occupations	% of Women in Non-Traditional Occupations	Men in Non-Traditional Occupations	% of Men in Non-Traditional Occupations
Headquarters/North Slave	255	43	17%	212	17%
Beaufort Delta Region	74	7	9%	67	9%
Dehcho Region	70	4	6%	66	6%
Fort Smith Region	106	6	6%	100	6%
Sahtu Region	24	1	4%	23	4%
Tlicho Region	15	2	13%	13	13%
Total	**544**	**63**	**12%**	**481**	**88%**

Employee Performance Reviews

	2011/2012		
Departments/Boards/Agencies	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Aboriginal Affairs and Intergovernmental Relations	33	33	**100%**
Education, Culture and Employment	217	75	**35%**
Environment and Natural Resources	267	164	**61%**
Executive	43	21	**49%**
Finance	116	54	**47%**
Health and Social Services	124	47	**38%**
Human Resources	160	154	**96%**
Industry, Tourism and Investment	152	119	**78%**
Justice	494	372	**75%**
Legislative Assembly	25	14	**56%**
Municipal and Community Affairs	101	98	**97%**
Public Works and Services	236	180	**76%**
Transportation	266	115	**43%**
Total for Departments	**2,234**	**1,446**	**65%**
Beaufort Delta Divisional Education Council	54	0	**0%**
Commission scolaire francophone, TNO	15	0	**0%**
Dehcho Divisional Education Council	43	1	**2%**
Sahtu Divisional Education Council	32	0	**0%**
South Slave Divisional Education Council	55	51	**93%**
Tlicho Community Services Agency - Education	43	0	**0%**
Total for Education Councils	**242**	**52**	**21%**
Beaufort Delta Health and Social Services Authority	214	74	**35%**
Dehcho Health and Social Services Authority	85	20	**24%**
Fort Smith Health and Social Services Authority	120	12	**10%**
Sahtu Health & Social Services Authority	55	26	**47%**
Stanton Territorial Health Authority	506	318	**63%**
Tlicho Community Services Agency - Health	74	0	**0%**
Yellow knife Health and Social Services Authority	146	125	**86%**
Total for Health and Social Services Authorities	**1200**	**575**	**48%**
Aurora College	203	42	**21%**
Business Development Investment Corporation	13	11	**85%**
Northw est Territories Housing Corporation	94	87	**93%**
Total for Agencies	**310**	**140**	**45%**
Total Public Service	**3,986**	**2,213**	**56%**

Region	**Estimated Number Due**	**Number Appraisals Completed**	**Completion Rate**
Headquarters/North Slave Region	2,187	1,432	**65%**
Beaufort Delta Region	528	215	**41%**
Dehcho Region	295	99	**34%**
Fort Smith Region	668	368	**55%**
Sahtu Region	162	80	**49%**
Tlicho Region	146	19	**13%**
Total Public Service	**3,986**	**2,213**	**56%**

Employee Accession and Turnover as at December 31, 2012

	2012	
Department/Board/Agency	Percentage Accession	Percentage Turnover
Aboriginal Affairs and Intergovernmental Relations	2.8%	14.1%
Education, Culture and Employment	9.1%	6.4%
Environment and Natural Resources	5.5%	7.4%
Executive	16.3%	10.9%
Finance	3.4%	6.8%
Health and Social Services	16.5%	8.6%
Human Resources	15.4%	8.5%
Industry, Tourism and Investment	8.4%	9.0%
Justice	8.9%	8.3%
Legislative Assembly	12.3%	12.3%
Municipal and Community Affairs	10.9%	10.0%
Public Works and Services	11.5%	8.3%
Transportation	10.7%	9.6%
Beaufort Delta Divisional Education Council	18.0%	22.7%
Commission scolaire francophone, TNO	18.8%	25.9%
Dehcho Divisional Education Council	2.8%	12.0%
Sahtu Divisional Education Council	16.4%	17.4%
South Slave Divisional Education Council	7.3%	12.0%
Tłı̨cho Community Services Agency - Education	9.6%	14.0%
Beaufort Delta Health and Social Services Authority	20.5%	19.6%
Dehcho Health and Social Services Authority	23.1%	15.0%
Fort Smith Health and Social Services Authority	13.4%	11.0%
Sahtu Health and Social Services Authority	29.9%	22.0%
Stanton Territorial Health Authority	11.7%	10.3%
Tłı̨cho Community Services Agency - Health	21.9%	16.8%
Yellowknife Health and Social Services Authority	11.4%	13.2%
Aurora College	12.0%	12.9%
Business Development Investment Corporation	14.3%	7.1%
Northwest Territories Housing Corporation	7.7%	6.8%
Overal Average	**11.8%**	**11.3%**

	2012	
Region	Percentage Accession	Percentage Turnover
Headquarters/North Slave Region	10.7%	9.1%
Beaufort Delta Region	17.3%	18.6%
Dehcho Region	8.9%	12.1%
Fort Smith Region	8.8%	9.4%
Sahtu Region	18.6%	16.2%
Tłı̨cho Region	15.2%	13.5%
Overall Average	**11.8%**	**11.3%**

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian Aboriginal persons who have lived more than half of their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-Aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

Resident Women are females who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

Directorate

The Directorate provides leadership and direction to the department. The Directorate also provides strategic human resource advice to the Minister, as well as to Deputy Ministers and Deputy Heads across the GNWT.

Given the department's role as a shared service provider on behalf of the GNWT, the Directorate coordinates the guidance, input and direction from the Deputy Ministers' Human Resources Committee (DMHRC). Established under the authority of the Senior Management Committee of Deputy Ministers, the DMHRC oversees the corporate management of the GNWT's human resource framework, to ensure alignment and integration with the government-wide business objectives.

Strategy and Policy

The Human Resources Strategy and Policy Division is responsible for government-wide human resource management strategies, legislation, policies, guidelines and practices, as well as quality assurance services to ensure consistent and fair application of the legislation, policies and guidelines. It is also responsible for government-wide human resource communications and management of the Human Resources Information System (HRIS). The division also provides research and analysis, records management and financial planning to the department.

Management and Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of general front-line human resource services to management that support recruitment and retention of a qualified, competent and representative public service. Front-line human resource services include recruitment, labour relations advice, job description preparation, employee development and support for human resource planning, and employee recognition for all GNWT managers.

The division is also responsible for specialized recruitment of allied health professionals in all regions. The unit recruits health care professionals for the seven health authorities and all other recruitment in Yellowknife, as well as providing advice and support to guide recruitment in the regions. The unit also ensures consistency in the level of service and quality of advice provided to the GNWT, while at the same time offering creative and flexible alternatives to recruitment and retention challenges.

Corporate Human Resources

The Corporate Human Resources Division is responsible for the provision of human resource management planning frameworks and strategic support services across government. It coordinates labour relations, organizational planning and design, job evaluation, employee development and workforce planning, as well as approaches to strategic recruitment. Further, it strives to provide a comprehensive and clear framework of terms and conditions of employment that is broadly used and understood, promotes harmonious labour management relations, results in fair and consistent treatment of staff, promotes productive work environments, and results in high service and ethical standards within the public service.

Employee Services

The Employee Services Division is responsible for processing pay for all full-time, part-time and casual employees of the GNWT, including departments, health authorities, divisional education councils and the NWT Housing Corporation. It also provides benefits administration, including medical travel, for all GNWT employees in Headquarters.

The division provides advice, assistance and counselling to all GNWT employees on retirement, survivor pension benefits, and long-term leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also include medical and dental plans, and medical travel. The division is the contact point for the day-to-day operational issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider). The division is responsible for the management of Headquarters employee life cycle information and works to provide these services in an accurate, consistent and timely manner to ensure employees are receiving their pay and benefits within the legislation, policies and agreements that establish the terms of employment.

Regional Client Service Centres

DHR has five regional offices located in Inuvik, Norman Wells, Fort Simpson, Hay River and Fort Smith. These offices provide front-line operational support on the full range of human resource programs and services to regional staff.

The Helpdesk has been decentralized to Inuvik, and provides GNWT-wide support and assistance to clients who are encountering issues within the purview of the department. As the first and primary point of contact with users, the performance of the Helpdesk has the largest direct impact on the users' perception of DHR, and is critical to establishing a positive experience for the user. During the 2012 calendar year, the Helpdesk was amalgamated with Strategy and Policy in its new Business Performance Unit.

Northwest Territories Human Resources